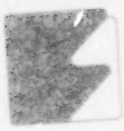
FORINTEK CANADA CORP

Canada Wood Products Research Institute

Annual Report

1986-87

87-05837/



Forintek
Canada
Corp.

Eastern Forest Products
Research Laboratory

6620 N.W. Marine Drive
Vancouver, B.C.
Canada V6T 1X2
Telephone: (604) 224-3221
Telex: 04-508552

800 Montreal Road
Ottawa, Ontario
Canada K1G 3Z5
Telephone: (613) 744-0965
Telex: 053-3600

Cette publication est aussi disponible en français.

Forintek Canada Corp.

OUR MISSION

Forintek's mission is to be the leading force in the technological advancement of the Canadian Wood Products industry, through the creation and implementation of innovative concepts, processes, products and education programs.

H.G. Sander
Chairman of the Board

K.A. French
President and Chief Executive Officer

President's Message

Wood Works

Forintek's theme this year is something that everyone knows. Whenever wood has been available, even as a luxury import, people have used it to build their dwellings and enrich their lives. Paradoxically, however, this wide acceptance has also let wood be taken for granted. People don't see in it what the scientists and engineers in our industry see: that wood is a space-age material capable of amazing things. Beyond all doubt, "WOOD WORKS."

As a solid structural material, wood's strength-to-weight ratio compares favorably with that of other materials. This has long been known empirically — the majority of single-family dwellings are still framed in wood. Wood is functional. Wood has also provided aesthetic pleasure to generations of people around the world.

But times are changing, and these changes will harm wood markets if we are unprepared. Forintek economic studies show that North American housing, long the mainstay of Canada's lumber sector, will no longer be a growth market if present trends continue. Even more disturbing, the houses that are built will contain less wood. Non-wood materials are steadily eroding customary wood uses because of advantages in price, availability, and ease of use.

Are alternative markets possible for Canada's structural wood products? Very much so — particularly the market for light structural frames in commercial and industrial construction, now predominantly concrete and steel. There is no technical reason why wood products could not compete effectively with these traditional materials with equivalent safety, cost-effectiveness, and customer satisfaction.

Before this can happen, however, codes must be satisfied. This requires that complete data on wood's structural and fire properties must be derived by a respected and independent research agency. Forintek is achieving this by its extensive wood characterization program, which addresses the changing forest resource; and by its leadership programs in wood engineering and building construction.

Steel and concrete, and to some extent plastics and ceramics, have already used research data to their advantage. Ten years ago, non-wood materials were essentially no easier than wood for a building designer to specify. As a result of R&D efforts, however, non-wood materials are now comparatively more designer-friendly. This is just one reason they have become so successful in the market for commercial and industrial light frames in North America, a market that unlike housing is expected to show continued growth.

If wood is to gain access to non-residential construction markets and compete effectively, then it will have to show itself to be as much of an engineered material as its competition. Only then will the world see that "WOOD WORKS" — not only for housing, but also for offices, warehouses, shopping centres, and the like.

The wood products industry has developed its technological infrastructure over many decades mostly to support its important role as a low-cost producer of commodity products to satisfy international markets. But today, industry's challenge is to differentiate and

diversify its products so that it can harvest healthy profits from a changing global economy. Increasingly, industry recognizes that technology advancement is an essential element in its response to the challenge.

Forintek is contributing to industry's technology advancement in numerous ways. One approach involves a recently-completed study for a proposed new Forintek Western Laboratory in Vancouver. The study showed that a large commercial building could be designed to satisfy all existing fire and structural codes, while maximizing use of wood in occupancies as varied as office, laboratory, and pilot plant. The building would relieve a serious space problem for Forintek's western operations, and would function as a unique showcase for modern wood construction. The project would show the world that for commercial and industrial light frames, "WOOD WORKS" with maximum efficiency and cost-competitiveness.

But while good ideas are necessary, they are not sufficient by themselves. History is full of good ideas that came to nothing because they remained simply ideas and were never translated into material form. In other words, technology advancement requires technology transfer. Recognizing this, Forintek has emphasized its workshop and seminar programs, encouraging discussion about best available technology and bringing its own staff into closer contact with mill people. About six thousand industry personnel have attended these Forintek programs in recent years. More of this type of technology transfer is planned.

Effective technology transfer also demands not just participation, but real belief. At Forintek we call a firm that is willing to work with us on proving a new technology, its "champion." Being an industrial champion is hard work. But as those who volunteer to become champions know well, it is also extremely rewarding. Champions gain lead time in key new technologies, with the competitive edge that extra time confers. Champions have a head start in educating their employees, plus the opportunity to influence a new invention's final form. When all the hard work is over, Forintek's champions feel the satisfaction of having a new technology up and running when other mills are just starting to explore it.

This year over 20 companies, some large and some small, have worked closely with Forintek as industrial champions. Some companies have worked with us singly; others have worked in groups called "consortiums." All have contributed time, materials, and mill facilities; but most importantly, they have contributed their enthusiastic will to innovate — to do things even better tomorrow than today.

Thanks in large measure to such champions, industry benefits from Forintek programs are substantial. Last year Forintek undertook an extremely conservative program review that examined direct, documented paybacks from its research conducted from 1982 to 1986. That research paid back its total four-year cost *five times over in only one year*, in the form of cost savings and profit improvements in the Canadian wood products industry. This benefit-cost ratio becomes even higher when one considers that the research will continue to benefit the Canadian economy for years to come.

The Forintek partnership concept that finances these impressive benefits constitutes a unique method of funding research in Canada. This funding partnership is better than any other model that might be considered for our industry sector today. The partnership will continue to work because all partners recognize the need for innovation in the solid wood products sector. Contribution funding this year was 53% federal government (through the Canadian Forestry Service), 20% provinces, and 27% industry.

The balance sheet shows that operating expenses were matched to available revenue. What is not readily apparent is that funding has declined in real terms every year for the past four years. Revenue planning was particularly difficult this year due to industry strikes and uncertainty about some government programs.

The Board recognizes the need to stabilize Forintek funding, and accordingly has recommended to industry that its membership dues increase. Once approved by the membership, this will be the first increase in membership dues since the partnership concept was initiated over three years ago in April 1984.

The Government of Canada, through the Canadian Forestry Service, recently reconfirmed its commitment to sustain and increase its support of Forintek. The province of Quebec signed a three-year contribution agreement in February to uphold wood products research at Forintek. Annual contributions are now being received from British Columbia, Alberta, Manitoba, and New Brunswick, and proposals have been made to all other provinces to participate in the Forintek partnership on a sustained and equitable basis.

The wood products sector is a vital part of the forest products industry — an industry that is Canada's largest, accounting directly or indirectly for one million Canadian jobs. This vital sector has a continuing and important role as a low-cost producer of high-volume commodity products for international markets. But the world around us is changing, and now we must also differentiate and diversify beyond a traditional commodity approach. To achieve this, technology advancement in the wood products sector is essential.

The wood products industry is vigorously demonstrating its willingness to meet this challenge; Forintek is demonstrating its ability to be the industry's leading force for technological advancement.

Tony French

Financial Statements

For the Year Ended March 31, 1987

Forintek Canada Corp.

Operating Fund

Balance Sheet as at March 31, 1987

	1987	1986
ASSETS		
Cash	**$ 192,434**	$ —
Short-term investments	**608,581**	897,346
Accounts receivable	**2,529,404**	2,191,957
Work-in-progress	**334,278**	587,018
Prepaid expenses	**114,743**	112,807
Building project	**254,141**	—
	$4,033,581	$3,789,128
LIABILITIES		
Bank overdraft	**$ —**	$ 20,622
Accounts payable and accrued liabilities	**1,189,516**	1,150,757
Due to capital fund	**143,439**	134,792
Deferred revenue	**352,175**	102,005
	1,685,130	1,408,176
Fund balance	**2,348,451**	2,380,952
	$4,033,581	$3,789,128

See accompanying notes to financial statements.

Approved by the Directors

Director

Director

Forintek Canada Corp.

Capital Fund

Balance Sheet as at March 31, 1987

	1987	1986
ASSETS		
Short-term investments	**$ 429,996**	$ 616,151
Due from operating fund	**143,439**	134,792
	573,435	750,943
Fixed		
Laboratory and shop equipment	**7,761,918**	7,240,280
Office equipment, furniture and fixtures	**839,438**	678,744
Automotive	**29,540**	29,540
	8,630,896	7,948,564
Less accumulated depreciation	**4,821,484**	4,182,728
	3,809,412	3,765,836
	$4,382,847	$4,516,779
LIABILITIES		
Fund balance	**$4,382,847**	$4,516,779

See accompanying notes to financial statements.

Approved by the Directors

Director

Director

Forintek Canada Corp.

Operating Fund

Statement of Revenue and Expense and
Fund Balance for the Year Ended March 31, 1987

	1987	1986
Revenue		
Contributions and industry member assessments	**$ 9,101,793**	$ 8,438,961
Contract fees	**3,300,116**	3,249,547
Other income	**272,970**	215,312
	12,674,879	11,903,820
Expense		
Manpower costs	**8,579,063**	8,157,190
Laboratory operating expenses	**2,142,048**	2,004,089
Premises	**984,857**	922,546
Administrative	**551,412**	637,699
	12,257,380	11,721,524
Excess of revenue over expense	**417,499**	182,296
Appropriated to capital fund	**(450,000)**	(800,000)
Decrease in fund balance	**(32,501)**	(617,704)
Fund balance at beginning of year	**2,380,952**	2,998,656
Fund balance at end of year	**$ 2,348,451**	$ 2,380,952

See accompanying notes to financial statements.

Forintek Canada Corp.

Capital Fund

Statement of Changes in Fund Balance
for the Year Ended March 31, 1987

	1987	1986
Fund balance at beginning of year	**$4,516,779**	$4,413,040
Capital contribution	**91,157**	—
Interest earned	**39,845**	79,996
Appropriated from operating fund	**450,000**	800,000
	5,097,781	5,293,036
Depreciation	**(714,934)**	(776,257)
Fund balance at end of year	**$4,382,847**	$4,516,779

See accompanying notes to financial statements.

Notes to Financial Statements

March 31, 1987

1. Summary of significant accounting policies

The Corporation was incorporated under Part II of the Canada Corporations Act and prepares its financial statements in accordance with the fund method of accounting.

In the event of dissolution, the net assets of the Corporation are to be distributed to a similar not for profit organization for the purposes of continuing scientific research.

Operating fund

a. Recognition of revenue

Revenue from government contributions and industry member assessments is recorded on the accrual basis.

Revenue from contracts is recorded based on estimates under the percentage of completion method of accounting.

Unbilled contract revenue, included on the balance sheet as work in progress, represents the excess of contract revenue over billings on specific contracts. Deferred contract revenue, included on the balance sheet as deferred revenue, represents the excess of contract billings over revenue on specific contracts.

b. Appropriations to capital fund

At their discretion, the directors make appropriations to the capital fund to provide for improvements and replacement of capital assets.

c. Premises expenses

The Corporation rents from the Government of Canada the premises occupied by the eastern and western laboratories for a nominal amount of $1 per year. The economic benefit of these arrangements has not been reflected on the balance sheet of the Corporation.

Costs of renovations and short-term improvements are charged to premises expense in the year incurred.

d. Building project

Preliminary design and budget development costs for the proposed new Vancouver building are recorded as assets until construction commences. In the event that the building project is cancelled, the costs will be written off in that year.

e. Accounts payable

Operating fund accounts payable include commitments to other parties related to revenue included in income for the year.

Capital fund

a. Fixed assets and depreciation

The fixed assets contributed by the Government of Canada at incorporation, on April 1, 1979, have been recorded at their fair market value at that time ($4,092,967) as determined by appraisal. Assets subsequently acquired have been recorded at cost.

Depreciation is recorded in the capital fund using the straight-line method over the estimated useful lives of both contributed and acquired assets at the following rates.

Laboratory and shop equipment	10% to 14%
Office equipment, furniture and fixtures	12% to 14%
Automotive	33%

b. Accounts payable

Commitments to purchase fixed assets are recorded as accounts payable when a purchase order is issued.

2. Income taxes

The Corporation qualifies as a "non-profit corporation for scientific research" under the Income Tax Act and as such will be exempt from income taxes provided that it does not acquire control of any other corporation, does not carry on any business, and spends in Canada not less than 90% of its income on scientific research.

3. Commitments

The Corporation is committed under operating leases for annual rentals aggregating approximately $96,816 to 1990 as follows:

1988	**$ 57,072**
1989	**19,872**
1990	**19,872**
	$ 96,816

Auditors' Report

The Members,
Forintek Canada Corp.

We have examined the operating fund and capital fund balance sheets of Forintek Canada Corp. as at March 31, 1987 and the operating fund statement of revenue and expense and fund balance and the capital fund statement of changes in fund balance for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests and other procedures as we considered necessary in the circumstances.

In our opinion, these financial statements present fairly the financial position of the Corporation as at March 31, 1987 and the results of its operations and the changes in its fund balances for the year then ended, in accordance with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

Vancouver, B.C.
May 14, 1987

Touche Ross & Co.

Chartered Accountants

Board of Directors

H.G. Sander — **Chairman**
President
Northwood Pulp & Timber Ltd.

P. Bienvenu — **Vice-Chairman**
President
Howard Bienvenu Inc.

T.M. Apsey
President and Chief Executive Officer
Council of Forest Industries of British Columbia

L.S. Armstrong
Deputy Minister
Department of Commerce & Technology
Province of New Brunswick

C.J. Carter
Chairman and Chief Executive Officer
Great Lakes Forest Products Ltd.

K.A. French
President and Chief Executive Officer
Forintek Canada Corp.

M. Gunther
Vice-Chairman
Canadian Forest Products Ltd.

H. Ketcham III
President
West Fraser Timber Co. Ltd.

T.E. Lee
Assistant Deputy Minister,
Ministry of Forests and Lands
Province of British Columbia

J.C. Mackay
Assistant Deputy Minister
Industry Marketing
Department of Regional Industrial Expansion (Canada)

G. Malette
President
Waferboard Corporation Limited

C.F. McCarthy
Senior Vice-President, Forest Products
Federated Co-operatives Limited

F.W. McDougall
Deputy Minister of Renewable Resources
Department of Energy and Natural Resources
Province of Alberta

J.-C. Mercier
Associate Deputy Minister (Forestry)
Department of Agriculture (Canada)

H.M. Millar
President and Chief Executive Officer
Millar Western Pulp Ltd.

A.S. Nielssen
Executive Vice-President
Primary Operations
CIP Inc.

R.A. Nugent
General Manager
Wood Products Group
Consolidated-Bathurst Inc.

G. Paillé
Sous-ministre associé aux forêts
Ministère de l'Energie et des Ressources du Québec

J. Perron
President and Chief Operating Officer
Normick Perron Inc.

J.M. Rustad
President
Rustad Bros. & Co. Ltd.

G. Saucier
President and Chief Executive Officer
Les Produits Forestiers Saucier Ltée

G. Tardif
President and Executive Director
Les Industries Maibec Inc.

SECRETARY
J. Carette
Forintek Canada Corp.

Board Committees

Members

The **Audit Committee** reviews any changes to accounting principles and the annual audit, and approves the financial statements on behalf of the Board.

C. McCarthy
F. McDougall, H.H. Ketcham III

The **Research Program Committees** provide advice and guidance on the orientation of research and development programs, relate the programs to the immediate and long term needs of the wood products industry, and provide advice on the industrial application of Forintek work.

Western	Eastern
J.M. Rustad	**R.A. Nugent**
C.F. McCarthy, H.M. Millar, H.H. Ketcham III, K.A. French	G. Malette, G. Tardif, G. Paillé, K.A. French

The **Executive Committee** acts on behalf of the Board in the intervals between Board meetings. It also approves all membership applications.

H. Sander
P. Bienvenu, J. Perron, J. Rustad, R. Nugent, K.A. French

The **Nominating Committee** presents the Board nominees for election at the Annual Meeting of Members.

J. Perron, H.G. Sander, P. Bienvenu

The **Building Committee** is reviewing the adequacy of the Vancouver facilities and will oversee any future building project.

P.U. Desjardins, A. Nielssen, H.G. Sander, M. Gunther, H.H. Ketcham III, K.A. French

Management

Tony French
President & Chief Executive Officer

Jacques Carette
Vice-President, Eastern Region

Jim Dangerfield
Vice-President, National Programs

Bob Stephens
Vice-President, Western Region

1986-87

Research Program Committees

Western Canada

J.M. Rustad — **Chairman**
Rustad Bros. & Co. Ltd.

J. Blickert
B.C. Ministry of Forests and Lands

J.A. Brennan
Alberta Forest Service

N.R. Dusting
Council of Forest Industries of British Columbia

M.S. Hollick
Exterior Wood

K. Illingworth
B.C. Ministry of Forests and Lands

H.H. Ketcham III
West Fraser Timber Co Ltd.

D.R. MacDonald
Canadian Forestry Service

H. Martin
MacMillan Bloedel Limited

C.F. McCarthy
Federated Co-operatives Ltd.

B. McGraw
Canadian Forest Products Ltd.

H.M. Millar
Millar Western Industries Ltd.

J.F. Newman
Weldwood of Canada Limited

J. Shaw
Canadian Wood Council

E.W. Smith
Department of Regional Industrial Expansion (Canada)

C.R. Thomson
Canadian Wood Council

C.R. Wilson
Crown Forest Industries Limited

K.A. French
Forintek Canada Corp.

R.W. Stephens
Forintek Canada Corp.

J.A. Dangerfield
Forintek Canada Corp.

J. Carette
Forintek Canada Corp.

Eastern Canada

R.A. Nugent — **Chairman**
Consolidated-Bathurst Inc.

M. Bernier
N.B. Dept. of Commerce & Technology

G. Côté
Scierie Leduc Inc.

J.-P. Gilbert
Ministère de l'Energie et des Ressources du Québec

E.L. Kelly
Department of Regional Industrial Expansion (Canada)

K. Knowling
Koppers Building Products Ltd.

D. Leavitt
MacMillan Bloedel Limited

G. Malette
Waferboard Corporation Limited

P. McQuarrie
N.S. Department of Lands and Forests

G. Pagé
Les Produits Forestiers Saucier Ltée

G. Paillé
Ministère de l'Energie et des Ressources du Québec

F. Pollett
Canadian Forestry Service

G. Tardif
Les Industries Maibec Inc.

C.R. Thomson
Canadian Wood Council

C.H. Winget
Canadian Forestry Service

K.A. French
Forintek Canada Corp.

J. Carette
Forintek Canada Corp.

J.A. Dangerfield
Forintek Canada Corp.

R.W. Stephens
Forintek Canada Corp.

At Your Service

For information about research and development and technical services at Forintek Canada Corp.

President
Tony French
(Vancouver)

Communications
Bill Atkinson
(Ottawa)

Controller
Lyndon Scott
(Vancouver)

Human Resource Development
Dieter Plautz (Vancouver)

Western Region

Vice-President
Robert Stephens

Lumber Manufacturing
Jim Swanson

Composite Products
Ray Clarke

Wood Protection & Preservation
George Rosenberg

Membership & Business Development
Clifford Bowering

Support Services
Pansy Chau

National Programs

Vice-President
Jim Dangerfield
(Vancouver)

Wood Science
Robert Kellogg
(Vancouver)

Wood Engineering
Erol Varoglu
(Vancouver)

Biotechnology & Chemistry
Jack Saddler
(Ottawa)

Economics & Market Research
Al Schuler
(Ottawa)

Eastern Region

Vice-President
Jacques Carette

Primary Manufacturing Group & Lumber Technology
Raymond Thibault

Composite Products
Jack Shields

Wood Using Technology Group
Harvey Vokey

Building Systems & Fire Research
Jean-Claude Havard

Converted Wood Sectors & Testing
Howard Gribble

Membership / Business Development
Pierre Asselin Pierre Meloche

Administration
Lena Koiv

Forintek Canada Corp.
6620 N.W. Marine Drive
Vancouver, B.C.
Canada, V6T 1X2

(604) 224-3221 Telephone
04-508552 Telex

Forintek Canada Corp.
800 Montreal Road
Ottawa, Ontario
Canada, K1G 3Z5

(613) 744-0963 Telephone
053-3606 Telex

Member Associations

Alberta Forest Products Association
Cariboo Lumber Manufacturers' Association
Council of Forest Industries of British Columbia
Interior Lumber Manufacturers' Association
Northern Interior Lumber Sector of the Council of Forest Industries of British Columbia
Quebec Lumber Manufacturers' Association
The Waferboard Association

Forintek Member Companies

Alberta

A & V Logging Ltd.
Alberta Stake & Lath Ltd.
Atlas Lumber (Alberta) Ltd.
Bissell Bros. Lumber Ltd.
Blue Ridge Lumber (1981) Ltd.
Boss Timber
Boucher Brothers Lumber Ltd.
Branch Pole Co. Ltd.
Brewster Construction Ltd.
Buchanan Lumber
Centennial Lumber Ltd.
Champion Forest Products (Alberta) Ltd.
Charles H. Fluet Lumber Ltd.
Cowley Forest Products Ltd.
Double D. Dowels Ltd.
Double R. Forest Products
E.N.A.P. Woodcraft Ltd.
Ed Bobocel Lumber Co. Ltd.
Erich Tie Co. Ltd.
Great West Lumber Specialties Ltd.
Grove Lumber & Manufacturing Ltd.
Henry Vasseur Custom Planing Ltd.
Jager Industries Inc.
Johnson Brothers Sawmills Ltd.
La Crête Sawmills
L. H. Rehn
Michael's Forest Products Ltd.
Millar Western Industries Ltd.
Moen Lumber
Mostowich Lumber Ltd.
Natal Forest Products Ltd.
Negraiff Lumber & Construction Ltd.
Northland Forest Products Ltd.
O.K. Lumber Ltd.
Pelican Spruce Mills Ltd.
Procter & Gamble Cellulose Ltd.
Rink & Sons Lumber Ltd.
Rocky Wood Preservers Ltd.
Saddle Lake Tribal Administration
Sunchild Forest Products
Sun Pine Forest Products Ltd.
Spray Lake Sawmills (1980) Ltd.
Spruce Valley Mills
Spruceland Millworks Ltd.
St. Jean Lumber
Tall Pine Timber Co. Ltd.
Timeu Forest Products Ltd.
Vanderwell Contractors (1979) Ltd.
Wallach's Planing Mills
Westmark Products Ltd.
Zavisha Sawmills Ltd.
Zeidler Forest Industries Ltd.

British Columbia

Ainsworth Lumber Co. Ltd.
Apollo Forest Products Ltd.
Ardew Wood Products Ltd.
Atco Lumber Ltd.
Babine Forest Products Ltd.
Balco Industries Ltd.
Balfour Forest Products Inc.
Brink Forest Products Ltd.
British Columbia Forest Products Ltd.
C & C Wood Products Ltd.
CIP Inc., Tahsis Pacific Region
Canadian International Timber Corp.
Canfor Corporation
Cantree Plywood Corp.
Crestbrook Forest Industries Limited
Crown Forest Industries Limited
Dunkley Lumber Ltd.
Evans Products Company Ltd.
Federated Co-operatives Ltd.
Gorman Bros. Lumber Ltd.
Houston Forest Products Ltd.
Jacobson Brothers Forest Products Ltd.
Khalsa Enterprises Ltd.
Lakeland Mills (1973) Ltd.
Landucci Lumber Ltd.
Lignum Ltd.
Lytton Lumber Ltd.
MacMillan Bloedel Limited
Mill & Timber Products Ltd.
Nechako Lumber Co. Ltd.
Northwood Pulp and Timber Ltd.
Pope & Talbot Ltd.
Riverside Forest Products Ltd.
Rustad Bros. & Co. Ltd.
Slocan Forest Products Ltd.
The Pas Lumber Company Ltd.
Weldwood of Canada Limited
West Fraser Mills Ltd.
Weyerhaeuser Canada Ltd.

New Brunswick

Atlantic Waferboard Inc.
Fraser Inc.
Valleyland and Water Limited

Ontario

Chapleau Forest Products Limited
Dubreuil Brothers Limited
Elk Lake Planing Mills Ltd.
Grant Waferboard
Great Lakes Forest Products Ltd.
Isabelle Brothers Ltd.
Lecours Lumber Company Ltd.
Levesque Plywood Ltd.
J.E. Martel & Sons Lumber Ltd.
United Sawmills Ltd.
Waferboard Corporation Limited

Quebec

A.D. Bernier Inc.
Adélard Moisan Ltée
Chassé Inc.
Consolidated-Bathurst Inc.
Gérard Crête et Fils Inc.
Donohue St-Félicien Inc.
Eloi Moisan Inc.
Félix Huard Inc.
Howard Bienvenu Inc.
Industries Maibec Inc.
J.A. Fontaine & Fils Inc.
Industries Manufacturières Mégantic Inc.
Les Industries Georges Deschênes Ltée
Les Produits Forestiers Saucier Ltée
Les Produits de Cèdre du Pontiac
Les Scieries des Montagnes Inc.
Matériaux Blanchet Inc.
Normick Perron Inc.
Forpan, Division Panofor Inc.
Reed Inc.
Rexfor
Scierie Gallichan Inc.
Scieries Mitis Inc.
Scieries Saguenay Ltée
Simon Lussier Ltée
Tembec Inc.
Vigneault et Frères Inc.

Saskatchewan

Saskatchewan Forest Products Corp.